



ANNUAL REPORT

FISCAL YEAR 2018 - 2019

TAX COLLECTOR - LEON COUNTY, FLORIDA

CONTENTS

01
Letter from Doris Maloy

02
About our Office

03
Customer Service

04 - 05
Customer Service

06 - 07
Employee Engagement

08
Meet our Team Leaders

09
Financial Responsibility

10 - 14
Revenues & Expenditures

15
Unexpended Fees

16
Primary Collections

17
Budget Summary

Promulgation Statement

*This document was produced in-house
by the Office of Doris Maloy, Tax Collector
Leon County-Florida.*



Message

From The Tax Collector

Leon County Board of County Commissioners
Tallahassee, Florida

The 2018-19 Annual Report for the Office of Tax Collector - Leon County is submitted in accordance with the requirements of Section 218.36(1)(2), Florida Statutes. In addition to the financial data for the fiscal year ending September 30, 2019, this report provides information regarding operations and accomplishments during that fiscal year.

During the past fiscal year, the Tax Collector's Office continued to focus on delivering optimal customer service. Therefore, we implemented our Optional Electronic Billing Program (eBill). As a result of implementing this program, customers can now choose to receive their Annual and Installment Property Tax Notices via email rather than receiving a paper notice through the mail. Delivery of tax notices to the customer is faster and also, the Tax Collector's Office saves time, money and tax dollars associated with the production and mailing of traditional tax bills.

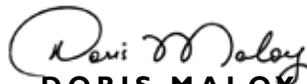
Further, our commitment to operational efficiency and cost control resulted in the consolidation of the Westside Customer Service Center with the Lake Jackson Service Center. Relocating the customer service center from Westside to Lake Jackson resulted in cost savings including rent, utilities and other costs associated with the upkeep of Westside.

Finally, in recognition of our continuing commitment to innovation, customer satisfaction and excellence in fiscal management, this office earned its fifth prestigious Financial Services Excellence Legacy Award from the Florida Tax Collector's Association. Reflecting these efforts, this office implemented a Job Shadowing Program which provides the shadower a unique opportunity to learn how their work and the work others do are interrelated and mutually supportive.

The Office of Tax Collector – Leon County continues as a fee based office, operating on income derived from state mandated commissions and fees for the respective services rendered. This year, a total of \$819,226.45 is reported as earned, but unspent income, which has been distributed to the taxing authorities served in proportion to their share of the commissions paid.

It is my privilege and pleasure to serve the citizens of Leon County.

Sincerely,


DORIS MALOY
 Tax Collector
 maloyd@leoncountyfl.gov



About the Office of Tax Collector

Responsibilities

The Tax Collector provides a wide range of services to the citizens of Leon County which include: the collection of ad valorem property taxes; non-ad valorem assessments and tourist development taxes; registration and titling of motor vehicles and vessels (and the collection of related fees and sales tax); the issuance of birth certificates and licenses for hunting, fishing and driving; and the processing of initial and renewal applications for concealed weapons permits.

Organization

The Office of the Tax Collector is created by the people in the Florida Constitution as a separate office from other local governments. The Tax Collector serves as the Constitution's independent office to carry out state duties provided by state law for the collection and distribution of revenues. It is also the responsibility of the Tax Collector to invest these funds pending their timely distribution to various state and local governments.

Operations

The Tax Collector operates as a "fee office", which means a fee or commission is earned for each of the services rendered. These fees and commissions are established by the Florida Legislature and are outlined in the Florida Statutes. The Tax Collector's annual budget must be approved by the Florida Department of Revenue, and includes any amendments made during each fiscal year. Fees that are earned but not spent by the Tax Collector are remitted at the end of each fiscal year to the taxing authorities.

Services

This office strives to meet four pivotal goals of **continuous improvement, customer service, employee engagement and financial sustainability** when providing services to our customers. Customers are able to transact business at any of the five customer service centers, customers are encouraged to make their payments by mail or on-line at www.leontaxcollector.net.

Our Four Pivotal Goals:



Continuous Improvement:

Improve business processes based upon best practices and innovation.



Customer Service:

Deliver optimal customer service to all customer groups including the public, businesses and government as well as our internal customers, by exceeding their expectations with efficient, knowledgeable and courteous service.



Financial Sustainability:

Assure fiscal integrity within our organization while responding to market changes.



Employee Engagement:

Create a work-place culture promoting open communications, employee participation and interpersonal skills development.

Continuous Improvement . . . Pursuing Excellence

Our desire to continually improve the way we fulfill **our mission to inform the public of tax obligations and available services, collect authorized taxes and fees from people and businesses in a fair and professional manner, and efficiently distribute the proceeds in accordance with the law to the taxing authorities.**

Through the Malcom Baldrige model, our team is committed to pursuing organizational excellence by continuously improving as we aim to deliver exceptional customer service, maintain financial sustainability and support employee engagement.

As an independently elected Constitutional Officer of the State of Florida, the Tax Collector is accountable to the citizens of Leon

County. Every employee of the Tax Collector's Office is charged with earning the public's trust and confidence by providing the best in customer services through assured quality as well as the effective and well-organized use of public resources.

Our customer service goal reflects the true Service Hearts approach that is the common bond between every team member as they fulfill **our motto to exceed customer expectations through superior service, convenience, professionalism and innovation. Our vision is for every customer to experience a transaction that upholds this motto.**

Customer service begins with convenient payment methods including our service centers, payments by mail and on-line at www.leontaxcollector.net. Modifications to

our online and mobile device capability for property tax payments along with the migration of our server platform are examples of our ongoing improvement efforts. By offering customers the ability to see service center wait times on-line in real time, we aim to assist customers in expediting the time it takes to complete their transaction in our office. We are about improving customer access, convenience and personalized service.

By building a culture of continuous improvement where communications and customer feedback drive the process, our office has been able to consistently meet our customer service goals while raising the level of employee engagement. Our core values of **Communication, Professionalism, Teamwork,**



Dependability and Integrity provide the foundation for our service delivery. Customer feedback also forms the basis of an internal kudos recognition program for our team.

Ongoing training and team development are key components of our improvement initiative. This past year, our office engaged in a leadership coaching program for our managers and assistant

managers. This will support our team leaders in implementing our streamlined employee review process so that real time recognition can be given for outstanding performance, or if necessary, team members can be informed immediately if additional training and coaching is needed.

As a part of our implementation of Pursuit of Excellence, we established an Employee Rep process where

teams of employees from across our service centers meet to share ideas and suggestions. By providing an environment for employees to voice ideas and concerns, we have continued to open the communications process while still encouraging team members to communicate directly with their managers. This collaborative think tank environment was instrumental in the development of our Employee Recognition program. By sharing ideas and feedback from their team members, we have found a means to improve feedback across our organization and enhance team building.

Our Pursuit of Excellence is an ongoing commitment where we must adjust and modify our internal practices and where every team member genuinely cares about our customers, our team, our stakeholders and our community.

Customer Service . . . Pursuing Excellence

Our aim is for all of the 419,188 consumers served annually by our team to be assisted competently and effectively **by exceeding their expectations with efficient, knowledgeable and courteous service.** We achieve this goal, by constantly monitoring our processes to ensure our compliance with the requirements established by the agencies for whom we collect while meeting our customer service goals.

Increasingly, the best way to serve customers is to provide an on-line, on-demand option for them to conduct their business with the Tax Collector's office from their computer or mobile device. We continue to direct energy and resources to provide

customers with simple, efficient ways to conduct their business without stepping into a service center. Most recently we have modified our on-line payment process for customers desiring to pay their property taxes on-line to facilitate easier access to information and completion of on-line payments. Over the past two years, the number of on-line property tax payments more than doubled while payments from mobile devices has more than tripled.

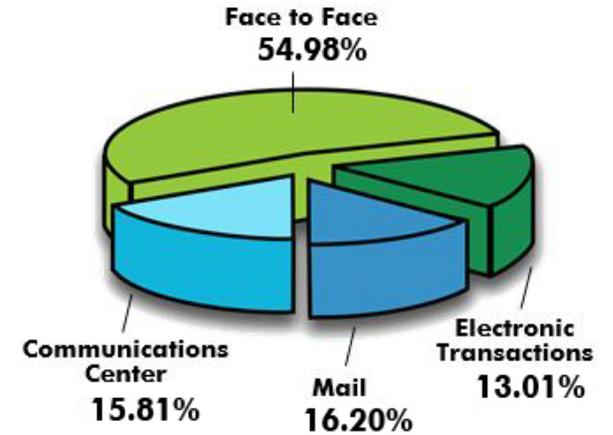
The recent upgrades to our lobby queue system assist us in providing better support to our customers in our service centers. This enhanced system allows our service representatives to more efficiently manage the customers in the queue.

Service Delivery	
Face to Face	Number of Customers Served**
Metro 8	68,258
Neil Kirkman	42,076
Lake Jackson	24,314
Southside	65,491
Westside	30,321
Total Face to Face	230,460
Communications/Call Center	66,253
Electronic Transactions	54,556
Mail	67,919
TOTAL	419,188

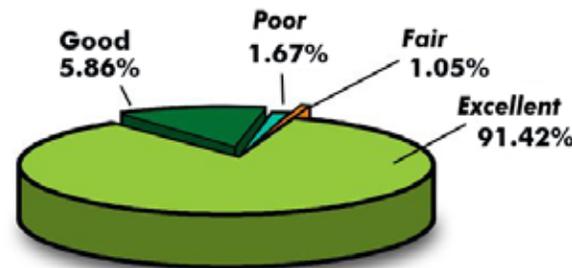
*** Number of Customers Served may be understated due to the change to a new queue system.*

Customer Care Logistics

How we take care of our customers



Customers' View of Tax Collector Services



Communications Center Statistics

Total calls handled annually	66,253
Average calls per operator per month	1,380
Average call duration per minute	2.1
Live Chat annually	365

Website Visits

Unique visitors	228,499
Total page-views	429,124

Customer service is not a stationary target. As technology advances and customer preferences evolve, customer service must keep pace. This is why our office has an array of customer service benchmarks and processes that focus on constantly evaluating and improving our customer service practices. For us, customer feedback is a valued tool for realizing internal improvements in real time and ensuring that our service delivery is aligned with critical goals and initiatives.

We actively solicit input from our customers by providing an array

of feedback options including: customer surveys on our website; customer comment cards collected quarterly at our service centers; and various comments received through emails, calls and other customer interactions. Our on-line chat capability is another means for customers to ask questions and to provide feedback.

Based on this customer feedback, nearly 99% of our customers are satisfied with the courteousness of our office and 91% of our customers indicate that we exceed their expectations by providing excellent service.

A customer sent this message to say that he received excellent service when he came into our office...

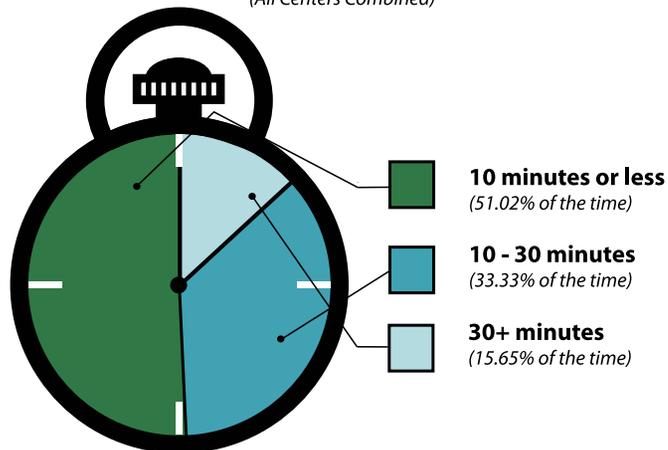
"I am a 61 year old Gulf War veteran who visited your Tallahassee Southside Service Center today to renew my drivers' license and I wanted to take a moment to congratulate you on your excellent decision to hire the current employees as the "face" of your organization. The employee who assisted me was immediately pleasant, despite her many duties, and went out of her way to help me navigate the system to solve my needs. She quickly processed my request while displaying a bubbly personality and I left feeling grateful for her excellent service. She reflects great credit upon you, your agency and the people of Florida."

Another satisfied customer...

"I wanted to take a moment to commend to you on the work of employees in your office. I recently came in to transfer a title to a vehicle and was assisted by an employee who was as pleasant and competent as she could be and made my experience enjoyable and painless. Thank you for having such helpful employees in your office."

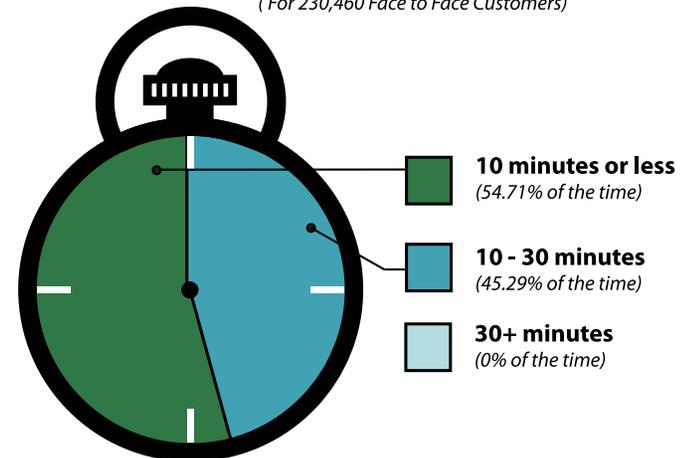
Average Customer Wait Time

(All Centers Combined)



Average Transaction Completion Time

(For 230,460 Face to Face Customers)



Employee Engagement... Pursuing Excellence

As we focus greatly on our customers and their satisfaction, we understand that it is our employees' performance and their dedication to customer satisfaction that makes it all possible. Our team consistently achieves a 98% customer satisfaction level. We pledge to have a workplace culture that promotes open communications, employee participation and interpersonal skills development.

As means of support for our team, we emphasize training and development as well as monitoring our performance through employee metrics that gauge quality and volume of work along with attendance. Team members receive kudos based on customer feedback in recognition of their efforts to provide their very best service to our customers.

Understanding the importance of customer service and consistently placing our customers first in a way that inspires one's teammates and instills confidence with our customers are recognized quarterly through our **Employee Excellence Recognition Program**. Celebrating such Shining Stars is important to the morale of our organization and reinforces that everything we do is, in the end, for all of our customers, both internal and external.

As a part of our "Service Hearts" culture, our office endeavors to have a positive impact on the residents of Leon County. We are proud that our team volunteered over 350 hours of their personal time to make a difference to the people and communities of Leon County-Florida.

Total Career Employees

CLASS CODE	CLASSIFICATION TITLE	FTE
110	Tax Collector	1
210	Chief Deputy Tax Collector	3
311	Customer Service Manager	6
312	Customer Service Assistant Manager	5
313	Operations Support Manager	1
314	Planning and Performance Manager	1
315	Human Resource Manager	1
317	Information Technology Director	1
318	Senior Attorney	1
410	Executive Assistant	1
510	Customer Service Representative	51
512	Information Technology Specialist	1
513	Senior Customer Service Representative	10
515	Information Technology Manager	1
516	Information Technology Administrator	1
517	Special Projects Analyst	1
519	Accounting Analyst	3
601	Community Relations Tax Administrator	1
Total		90

*1 vacant positions as of 9/30/19



17

NO. OF MALE EMPLOYEES



72

NO. OF FEMALE EMPLOYEES

We value opportunities to support our community and demonstrate our Service Hearts!





Leader of the Year acknowledges an outstanding Manager or Assistant Manager based on innovation and implementation of new ideas, communication skills, ability to motivate and coach their team.

Leader of Year
Kyanna Ganious

Employee of the Year demonstrates excellence in their work and exemplifies our core values.

Employee of Year
Kelly DiMinno

Volunteer of the Year recognizes the team member who have given the most of hours of their personal time to support our community.

Volunteer of the Year
Elizabeth Revills

Dependability commends those team members with exceptional attendance over the year.

Dependability
Cyndi Reinhart Abner Vargas
Alex Thompson Andrew Leven

Shining Stars for those team members with outstanding performance each quarter based on Performance, Attendance, Professionalism and Quality of Work.

Shining Stars

<i>Pat Rumskas</i>	<i>Marisa Brown</i>
<i>Mayra Garcia</i>	<i>Terri Nettles</i>
<i>Katie Burke</i>	<i>Randy Crisp</i>
<i>Doug Powell</i>	<i>Crystal Corrie</i>
<i>Viola Howard</i>	<i>Chaka West</i>
<i>Torina Jones</i>	<i>Corey Faircloth</i>
<i>Deborah McCaffrey</i>	<i>Andrew Leven</i>
<i>Julia Hylton</i>	<i>Pam Harris</i>
<i>Jennifer Leon</i>	<i>Porshia Harris-Green</i>
<i>Tamisha Mordica</i>	<i>Selby Coleman</i>
<i>Jaime Duggar</i>	



Meet Our Team Leaders



BRIDGET KITTRELL

Chief Of Financial Services

As our Chief of Financial Services, Bridget Kittrell is charged with ensuring the proper accounting of the collection and distribution for all transactions. With 32 years of experience with our team, Bridget leads all activities related to our banking and treasury management needs.



ALETHEA JACKSON

Chief of Tax Administration

The administration of all duties related to the collection of property taxes and non-ad valorem assessments, tangible personal property taxes and tourist development taxes is the responsibility of Alethea Jackson, our Chief of Tax Administration. Alethea has served at the Tax Collector's office for over 30 years.



BRIAN BUCKNER

Director Management Information Systems

As the Director of our information systems, Brian is responsible for the overall planning, organizing, and execution of all Information Technology (IT) functions in our office. This includes directing IT operations to meet customer requirements as well as the support and maintenance of existing applications and development of new technical solutions. Brian has 35 year of IT experience including 17 years with the Tax Collector team.



JASON SEBER

Chief of Operations

Our new Chief of Operations, Jason Seber, has been with our team for 16 years and has over 26 years of experience in this industry. Jason supervises all operations of our service centers by ensuring that all transactions are handled efficiently and smoothly so that customers leave our office with a properly processed transaction. Jason is also responsible for our communications call center, mail room processing, facilities and training.

Financial Responsibility . . . Pursuing Excellence

Each year we undergo a rigorous review by an independent panel of senior financial executives throughout Florida, our office has once again earned one of the highest honors the Florida Tax Collectors Association bestows upon its members, the Legacy Award for Continued Excellence in Financial Operations. This recognition is earned for on-going excellence in Innovation and Automation, Customer Focus, Budgeting and a Perfect Financial Audit. This 2019 Award is the fifth Legacy Award recognition received by our office for excellence in financial operations – a testimony to

our efforts for continuous improvement and innovation in all we do. Assuring fiscal integrity within our organization while responding to market changes, is a key goal of the Tax Collector's team. The Tax Collector is accountable to the citizens and taxpayers of Leon County. This office, therefore, relies strongly upon an independent annual audit as well as upon the statutory budget and property tax oversight that is provided by the Florida Department of Revenue. This office consistently earns the Florida Tax Collectors' Certificate of Merit in recognition of an audit clear of findings.

Legacy Award RECIPIENT



General-Revenue and Other Credits

(Period Ended September 30, 2019)



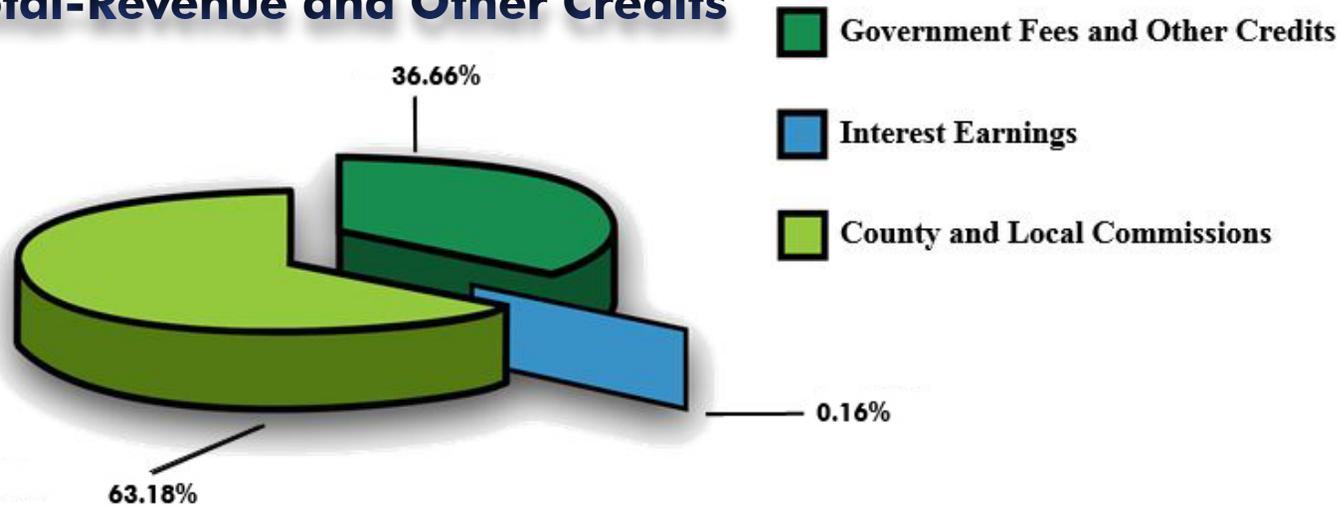
Account		Amount	Category
No.	Description		Total
341.803	Hunting and Fishing Licenses (FFWCC)	4,917.00	4,917.00
341.812	Birth Certificates (DOH)	14,368.75	14,368.75
341.815	Concealed Weapons (FDACS)	13,660.00	13,660.00
341.835	Tourist Development Tax	145,780.00	145,780.00
341.807	Driver License Fees	911,790.55	
341.810	DMV Fees	1,297,912.71	
341.840	Sales and Use Tax from Motor Vehicle	7,200.00	
	Motor Services (DHSMV)		2,216,903.26
341.855	Partial Pay	1,480.00	
341.862	City	368.88	
341.863	Piney Z	15,402.62	
341.864	Capital Region CDD	84,970.99	
341.865	Canopy CDD	2,959.48	
341.866	Fred / FL Resiliency Energy Dist	597.11	
341.880	Tax Redemptions & Certs	369,462.94	
341.882	Delinquent TPP	12,840.22	
341.904	Real Estate Advertising	36,135.00	
341.905	TPP Advertising	1,598.16	
	Property Tax and Assessments		525,815.40
341.802	Out of Business Permit	0.00	
341.809	Auto Data Direct/Share	0.00	
341.811	Mail Fees	83,870.65	
341.901	Return Check Fees	7,562.89	
341.903	Miscellaneous Fees	3,231.18	
341.906	Overage From Trust Account	782.50	
	Miscellaneous		95,447.22
	Total	3,016,891.63	3,016,891.63
Interest Earnings			
361.100	Interest - Banks	13,228.20	
361.200	Interest - SBA	0.00	
	Total	13,228.20	13,228.20
County & Local Commissions			
341.850	County Commissions	5,188,630.93	
341.870	School	0.07	
341.860	NWFWMD	10,863.75	
	Total	5,199,494.75	

TOTAL REVENUES AND OTHER CREDITS

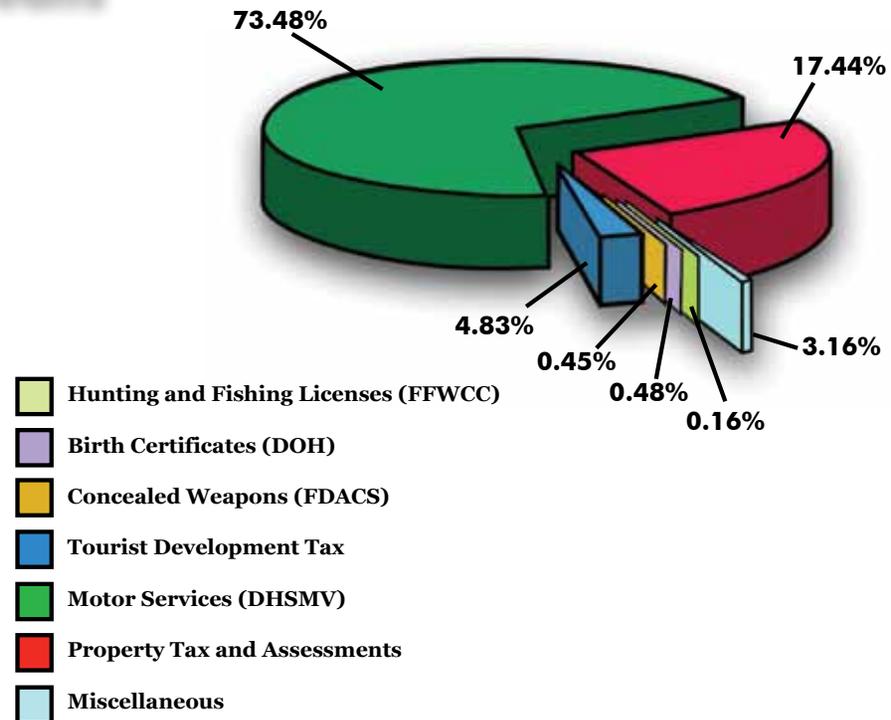
8,229,614.58



Total-Revenue and Other Credits



Government Fees and Other Credits





General-Expenditures and Other Debits

(Period Ended September 30, 2019)

Account No.	Description	Amount	Category Total
Personal Services			
513.1100	Executive Salaries	\$	143,224.92
513.1200	Regular Salaries and Wages	\$	3,787,001.90
513.1300	Other	\$	2,728.00
513.2100	FICA	\$	289,706.01
513.2251	Retirement - Official	\$	13,885.68
513.2252	Retirement - Employees	\$	244,659.68
513.2253	Retirement - Senior Management	\$	30,874.94
513.2254	Retirement - Drop Employees	\$	86,009.66
513.2255	Retirement - UA - Non Renewable	\$	5,373.81
513.2351	Life and Health Insurance	\$	1,169,834.54
513.2451	Workers Compensation	\$	9,849.00
513.2551	Unemployment Compensation	\$	3,300.00
		Total	\$ 5,786,448.14
Operating Expenditures/Expenses			
513.3154	Legal Services	\$	27,300.00
513.3451	Contracted Services	\$	209,146.21
513.4051	Travel	\$	21,699.94
513.4151	Telephone	\$	27,354.40
513.4251	Postage	\$	141,757.87

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General-Expenditures and Other Debits

(Period Ended September 30, 2019)

Account No.	Description	Amount	Category Total
Operating Expenditures/Expenses			
513.4351	Utilities	\$	48,823.33
513.4451	Rental & Lease - Office Equipment	\$	13,185.28
513.4453	Rental & Lease - Office Space	\$	752,221.11
513.4459	Rental & Lease - Other	\$	-
513.4551	Auto Insurance	\$	1,520.00
513.4559	Bonds/Notaries	\$	685.00
513.4651	Repairs and Maint. - Office Equip.	\$	4,935.20
513.4652	Repairs and Maint. - Vehicles	\$	458.59
513.4653	Repairs and Maint. - Office Space	\$	9,552.50
513.4654	Repairs and Maint. - EDP	\$	194,306.05
513.4751	Printing and Reproduction	\$	44,509.35
513.4851	Promotional	\$	4,450.00
513.4951	Legal Ads	\$	11,464.00
513.4952	Banking Charges	\$	235.06
513.5159	Office Supplies	\$	51,270.95
513.5251	Fuel & Lube	\$	2,464.31
513.5255	Comp Software	\$	19,963.30
513.5451	Books	\$	2,100.00
513.5453	Education	\$	6,658.07
513.5454	Dues/Memberships	\$	10,303.31
	Total		\$ 1,606,363.83

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General-Expenditures and Other Debits

(Period Ended September 30, 2019)

Account No.	Description	Amount	Category Total
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Capital Outlay

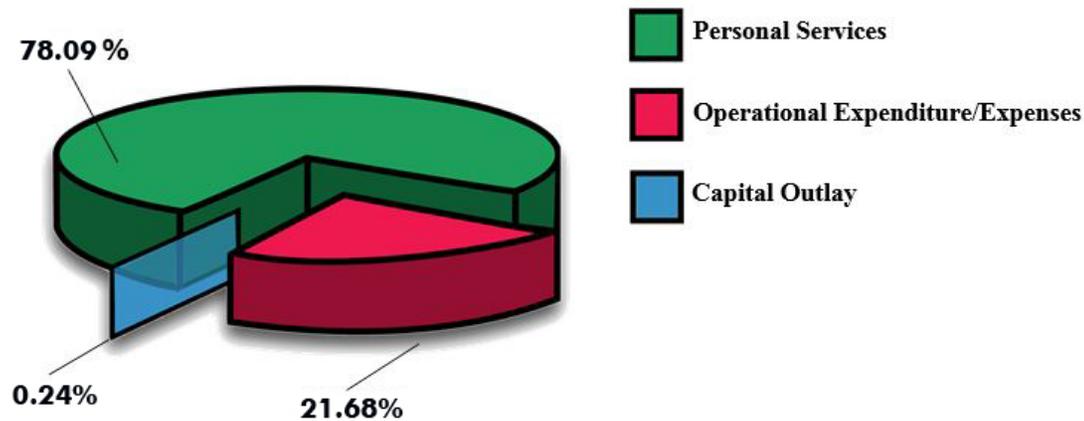
513.6451	EDP Machinery & Equipment	4,599.16	
513.6453	Office Equipment	12,977.00	
513.6454	Vehicles	-	
Total			\$ 17,576.16

TOTAL EXPENDITURES AND OTHER DEBITS \$7,410,388.13

UNEXPENDED FEES... \$819,226.45

Personal Services	\$5,786,448.14
Operating Expenditures/Expenses	\$1,606,363.83
Capital Outlay	\$ 17,576.16

Total Expenditures



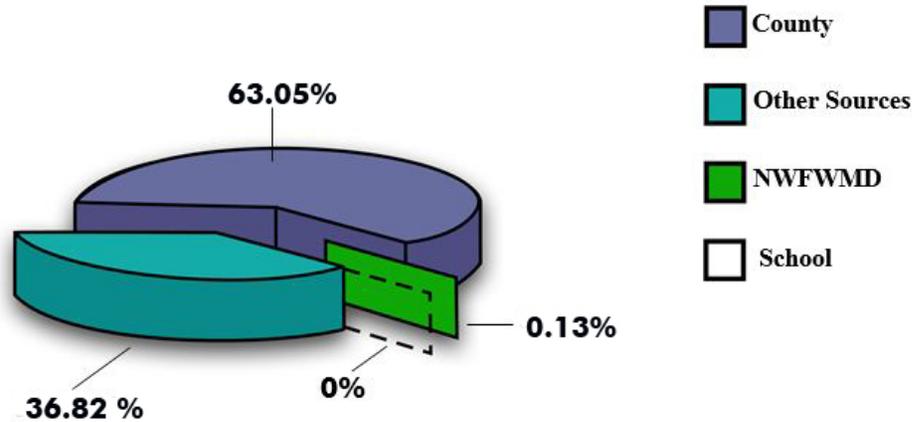
Calculations of Distribution of Unexpended Fees



(PERIOD ENDED SEPTEMBER 30, 2019)

CATEGORY	TOTAL REVENUES	PERCENTAGE	
		OF REVENUES	UNEXPENDED FEES
COUNTY	\$ 5,188,630.93	63.05%	\$ 516,522.28
SCHOOL	\$ 0.07	0.00%	-
NWFWMD	\$ 10,863.75	0.13%	1,065.00
OTHER SOURCES	\$ 3,030,119.83	36.82%	\$ 301,639.17
TOTAL	\$ 8,220,614.58	100.00%	\$ 819,226.45

Distribution of Unexpended Fees



Distribution to:

COUNTY (COUNTY & OTHER SOURCES)	\$ 818,161.45
SCHOOL	\$ -
NWFWMD	\$ 1,065.00
TOTAL	\$ 819,226.45

Primary Collections

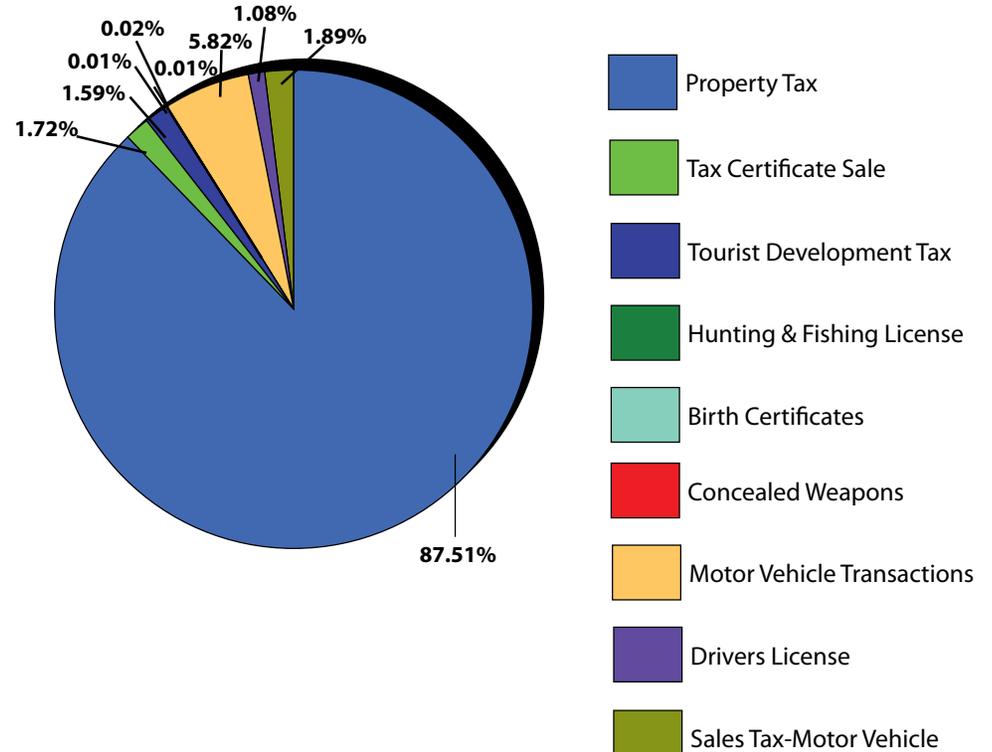
(PERIOD ENDED SEPTEMBER 30, 2019)



Primary Collection Categories

Property Taxes	320,339,762.71
Tax Certificate Sale	6,311,950.68
Tourist Development Tax	7,262,518.07
Hunting & Fishing License	52,460.00
Birth Certificates	45,388.75
Concealed Weapons	71,614.00
Motor Vehicle Transactions	22,886,394.11
Driver License	3,981,129.82
Sales Tax - Motor Vehicle	6,971,111.59

TOTAL **\$367,922,329.73**



* Collections do not include transactions that do not result in a distribution activity or that relate to corrections or refunds.

2018-2019 Budget Summary by Appropriations Categories



Leon County

Appropriation Categories ▼	Actual Expenditures 2016-2017	Approved Budget 2017-2018	Actual Expenditures 6/30/18	Request 2018-19	(INCREASE/DECREASE)		Amount Approved 2018 - 19	(INCREASE/DECREASE)	
					Amount	%		Amount	%
Personal Service	\$ 5,276,277	\$ 5,931,989	\$ 4,050,624	\$ 6,219,712	\$ 287,723	4.85%	\$ 6,220,801	\$ 288,812	4.87%
Operating Expenses	\$ 1,898,836	\$ 1,757,075	\$ 1,048,416	\$ 1,690,587	\$ (\$66,488)	-3.78%	\$ 1,690,587	\$ (66,488)	-3.78%
Operating Capital Outlay	\$ 67,188	\$ 2,800	\$ 0	\$ 7,765	\$ 4,965	177.32%	\$ 7,765	\$ 4,965	177.32%
Total Expenditures	\$ 7,242,301	\$ 7,691,864	\$ 5,099,040	\$ 7,918,064	\$ 226,200	2.94%	\$ 7,919,153	\$ 227,289	2.95%
# of Positions		90		90	0	0.00%	90	0	0.00%

Leon County Tax Collector

Submission of Operational Budget

Tax Collector to Submit Budget to Department of Revenue

Section 195.087, Florida Statutes and Chapter 12D-11, Florida Administrative Code, provide for the submission of a budget for the operation of the Tax Collector's Office to the Department of Revenue. The budget is due on or before August 1 of each year; a copy is provided to the Board.

Phone : (850) 606.4700

Email : webtax@leoncountyfl.gov

Web : www.leontaxcollector.net

Mailing Address :
Office of Doris Maloy
Tax Collector
Leon County-Florida
P.O. Box 1835
Tallahassee, Florida
32302-1835

